Parks Canada Parcs Canada

Fort Walsh

National Historic Site of Canada

and

Cypress Hills Massacre

National Historic Site of Canada

Management Plan

2013

Canada

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Fort Walsh National Historic Site of Canada

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Foreword

Canada's national historic sites, national parks and national marine conservation areas are part of a century-strong Parks Canada network which provides Canadians and visitors from around the world with unique opportunities to experience and embrace our wonderful country.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of Canada's treasured places offers many opportunities to enjoy Canada's historic and natural heritage. These places serve as sources of inspiration, relaxation, learning and discovery. They represent the very best that Canada has to offer, and it is through these special places that we are all deeply connected to what it means to be Canadian.

Having been entrusted with this important legacy for over a hundred years, we reflect upon the steady growth of the Parks Canada network of protected areas as we continue to expand it. As we plan for the years to come, we can encourage lasting connections to our heritage and promote our protected places to be enjoyed in ways that leave them unimpaired for present and future generations.

We see a future in which these special places will further Canadians' appreciation, understanding and enjoyment of Canada, the economic wellbeing of communities, and the vitality of our society.

Our Government's vision is to build a culture of heritage conservation in Canada by offering Canadians exceptional opportunities to build personal connections with our natural and cultural heritage.

These values form the foundation of the new management plan for Fort Walsh National Historic National Historic Site of Canada and Cypress Hills Massacre National Historic Site of Canada. I offer my appreciation to the many thoughtful Canadians who helped to develop this plan, particularly to our dedicated team from Parks Canada, and to all those local organizations and individuals who have demonstrated their good will, hard work, spirit of co-operation and extraordinary sense of stewardship.

In this same spirit of partnership and responsibility, I am pleased to approve the Fort Walsh National Historic National Historic Site of Canada and Cypress Hills Massacre National Historic Site of Canada Management Plan.

Peter Kent

Minister of the Environment and Minister responsible for Parks Canada

Recommended for Approval by:

(Signature)
Alan Latourelle
Chief Executive Officer
Parks Canada

(Signature)
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Superintendant
Saskatchewan South Field Unit
Parks Canada

EXECUTIVE SUMMARY

Fort Walsh National Historic Site of Canada (NHSC) and Cypress Hills NHSC are two of more than 2,000 places, people and events commemorated by the Government of Canada. Located near Maple Creek, Saskatchewan, the two sites are adjacent and are directly linked in their history. This management plan serves both sites.

Fort Walsh NHSC's significance relates to the North-west Mounted Police post (1875-1883) and its role in enforcing law and order, and aiding the implementation of Canada's Aboriginal policy. In addition, it played a key role in supervising the Lakota who fled to Canada with Tatanka Iyotanka (Sitting Bull) after the Battle of the Little Big Horn.

Cypress Hills Massacre NHSC was designated in 2006 and commemorates the memory and legacy of the Nakoda people who died there at the hands of wolf hunters on June 1, 1873. The event spurred the Canadian government to hasten the dispatch of the North-west Mounted Police to the west to maintain law and order, and express Canada's sovereignty in the region.

This plan was developed with the involvement of partners, stakeholders and the general public. Parks Canada is committed to working over the longer term with representatives from the Carry the Kettle First Nation. As descendants of the people who suffered the Massacre, they have a unique tie to the sites and will help facilitate the care and discovery of the Cypress Hills Massacre NHSC, and respectful telling of this story to Canadians.

Integrating the three elements of Parks Canada's mandate, the protection of heritage resources, the facilitation of visitor experiences and the provision of public outreach education, this plan is centred around a joint vision for both sites, a site vision for Fort Walsh, and four key strategies. The key strategies are:

Key Strategy #1: Making Fort Walsh NHSC a "Must See" and "Must Come Back" Place: aims to realize the potential that exists to bring in more visitors, maintain and improve the visitor experience, and improve marketing and communication efforts.

Key Strategy #2: Creating an Inclusive, Shared Sense of "Ownership" of Fort Walsh NHSC: focuses on highlighting and nurturing the connections that descendents of First Nations, Métis, NWMP, RCMP, and local residents, may have with the site.

Key Strategy #3: Care and Protection of Fort Walsh NHSC: reaffirming Parks Canada's role as caretaker and steward, this strategy aims to improve the state of important cultural and natural resources.

Key Strategy #4: Defining the Future of Cypress Hills Massacre NHSC: focuses on continuing and deepening the relationship with Carry the Kettle First Nation to guide present management and set out the future for this site.

The key strategies include targets that will be used to measure and report on progress in achieving the plan's objectives and visions. This plan and its implementation will be formally reviewed ten years after its tabling to ensure that it remains relevant and effective.

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1.0 INTRODUCTION

Parks Canada administers a wide system of protected heritage places, including national parks, national historic sites and national marine conservation areas. Fort Walsh National Historic Site of Canada (NHSC) and Cypress Hills Massacre NHSC are two of these special places, living legacies of our heritage. Parks Canada is responsible for protecting these areas and facilitating experiences, enabling Canadians to discover and build connections with their history.

The Vision for Parks Canada is central to the management of these places. It is:

> "*Canada's treasured natural and historic places will be a living legacy, connecting hearts and minds to a stronger, deeper understanding of the very essence of Canada.*" (Parks Canada Agency Corporate Plan, 2010)

Fort Walsh NHSC is situated in the scenic Battle Creek Valley of the Cypress Hills of south-western Saskatchewan. The reason for designation in 1924 was as follows: "The fort served from 1878 to 1882 as the headquarters of the North-west Mounted Police, and the fort played a key role in imposing Canadian law from 1875 to 1883, in implementing Canada's Indian policy and in supervising the Lakota who fled to Canada under Tantanka Iyotanka (Sitting Bull) after the Battle of Little Big Horn."

In 2006, the adjacent Cypress Hills Massacre site was designated a place of national historic significance. The reason for designation is as follows: "According to the Nakoda, the site of the Cypress Hills Massacre, where many Nakoda lost their lives, is the place to which their spirits are forever tied. Here the memory and legacy of the massacre victims reach across time to remind how the events that occurred at this location on June 1, 1873 influenced Canadian history; and, the massacre was one of the first major tests of Canada's law enforcement policies in Western Canada. Ottawa's determination to prosecute crimes against Natives with as much vigour as those against others was important in establishing peaceful relations between Aboriginal peoples of the prairies and the government."

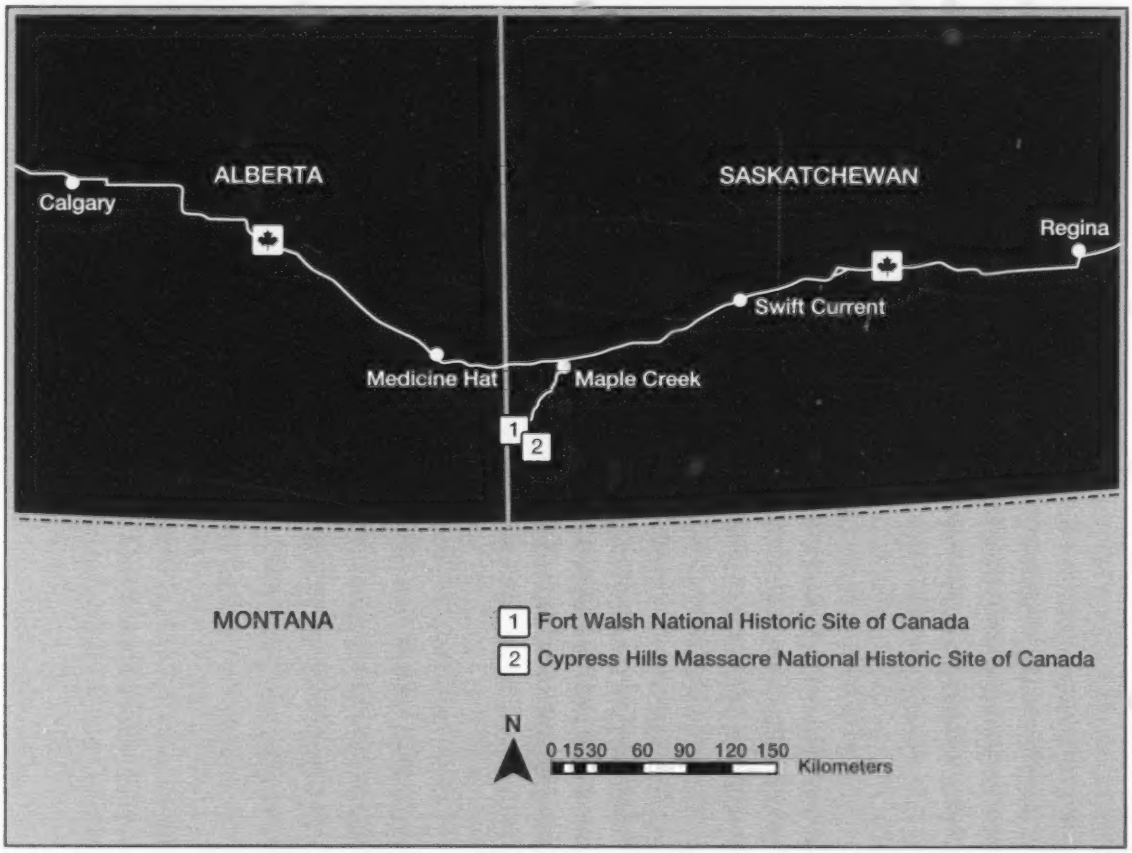
1.1 Management Plan

A management plan is the key reference document that guides decisions and actions in protecting, managing and operating a national historic site. Management plans are developed for Parks Canada's administered places based on legal requirements and Agency policies with regard to planning and reporting. Management plans are reviewed on a 10 year cycle.

Fort Walsh NHSC has been guided by a 2005 management plan which was reviewed in 2010/2011. This new plan replaces the 2005 plan. Cypress Hills Massacre NHSC did not have a management plan. Its designation as a National Historic Site in 2006 triggered the requirement for this inaugural management plan.

Because of the close historical, physical and operational connections of the two sites, this is a combined management plan for both sites. The Cypress Hills Massacre portion of the plan focuses mainly on strengthening relationships with the Carry the Kettle First Nation. This relationship is a key step in enabling the site to be managed in ways that reflect the ties of the First Nation to this site.

FIGURE 1.
Regional Setting



1.2 Planning Context

The land area of Fort Walsh and Cypress Hills Massacre NHSCs comprises one of the larger national historic sites in Canada at 650 hectares. The sites are part of the Cypress Hills Destination Area of places, attractions and services which attracts 250,000 visitors per year. They are also a partner of the Cypress Hills Interprovincial Park. Visitation at the two sites is approximately 17,500 persons annually.

The Cypress Hills area is an important place to the descendents of Aboriginal groups that used this land in the past: Cree, Assiniboine, Nakoda, Gros Ventres, Blood, Peigan, Blackfoot and Métis. Aboriginal communities with historical associations to Fort Walsh inhabit Saskatchewan, Alberta, British Columbia, and the north-central and north-western United States. Some of these communities maintain close relationships with Fort Walsh NHSC.

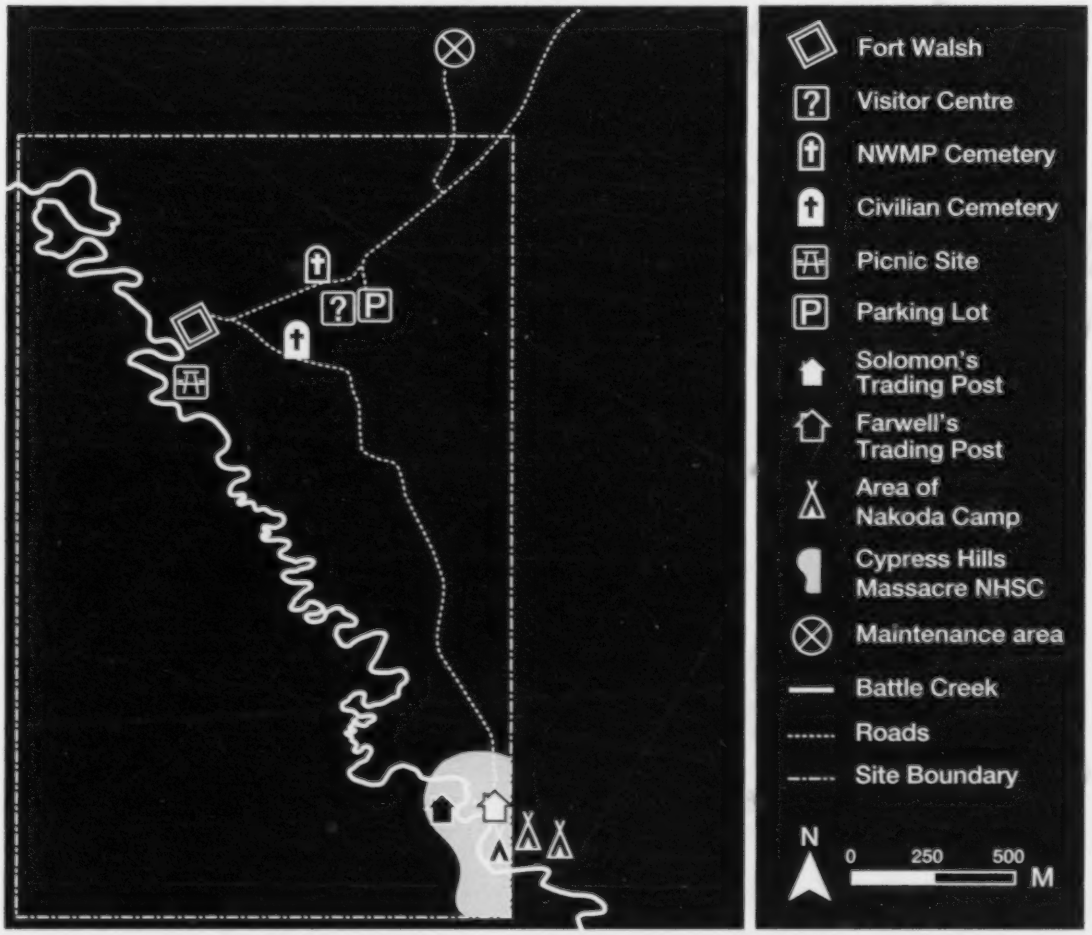
Others who have strong connections to the sites are: RCMP (current members, civilian staff and descendants), descendants of NWMP, fur traders, ranchers, early homesteaders, government officials (Indian Department; Survey, etc.), and current area residents.

In particular at the Cypress Hills Massacre site, the Nakoda, who are members of Carry the Kettle First Nation, have a unique tie as descendants of the people who suffered the Massacre. They were the proponents of the Cypress Hills Massacre NHSC designation in 2006.

In recognition of this unique tie, Parks Canada is committed to working cooperatively with representatives from the First Nation to set out future management direction for Cypress Hills Massacre NHSC. A partnering arrangement is sought to facilitate the care and discovery of the site, and respectful telling of this story to Canadians.

FIGURE 2.

Fort Walsh & Cypress Hills Massacre National Historic Sites of Canada



1.2.1 Fort Walsh NHSC

There are powerful stories associated with Fort Walsh NHSC. Its role as implementer of Dominion law and policy was at a time of Aboriginal people's struggles through the dramatic social, economic, cultural and ecological changes which typified the period. Evidence of Aboriginal encampments can still be seen on the lands overlooking the valley. Closer to the fort are the remains of a frontier town which, during that decade, rivalled contemporary Edmonton in size and importance.

Above the archaeological remains of Fort Walsh sit the buildings of the former Royal Canadian Mounted Police (RCMP) Remount Ranch which operated here from 1942 to 1968. At their ranch the RCMP raised the horses they needed for their training, as well as the tall black horses used in their world-famous Musical Ride. These carefully preserved buildings today provide the settings for telling the stories of the days of old Fort Walsh.

FIGURE 3.
Fort Walsh National Historic Site of Canada - Fort Area

Visitors are welcomed at a Visitor Centre tucked away out of sight of the fort, and then are transported by Parks Canada bus service or make the short downhill walk on foot to Fort Walsh. Upon arrival at the fort, adult visitors are invited to experience a program centred on the 1870s-1880s period furnished Remount Ranch buildings. Children are taken on their own path of discovery where they learn police duties and responsibilities.

There are many self-discovery opportunities for visitors to the site. Besides displays, self-directed activities and complementary programming, there are opportunities to take self-guided walks to other points of interest. These include the site of the village of Fort Walsh, and the two cemeteries which served the civilian and police populations. Two picnic sites are available. Fort Walsh's natural setting is also a highlight. Equestrians, hikers and cyclists are welcomed and can use a portion of the Trans-Canada Trail which connects Fort Walsh NHSC with the adjacent Cypress Hills Interprovincial Park.

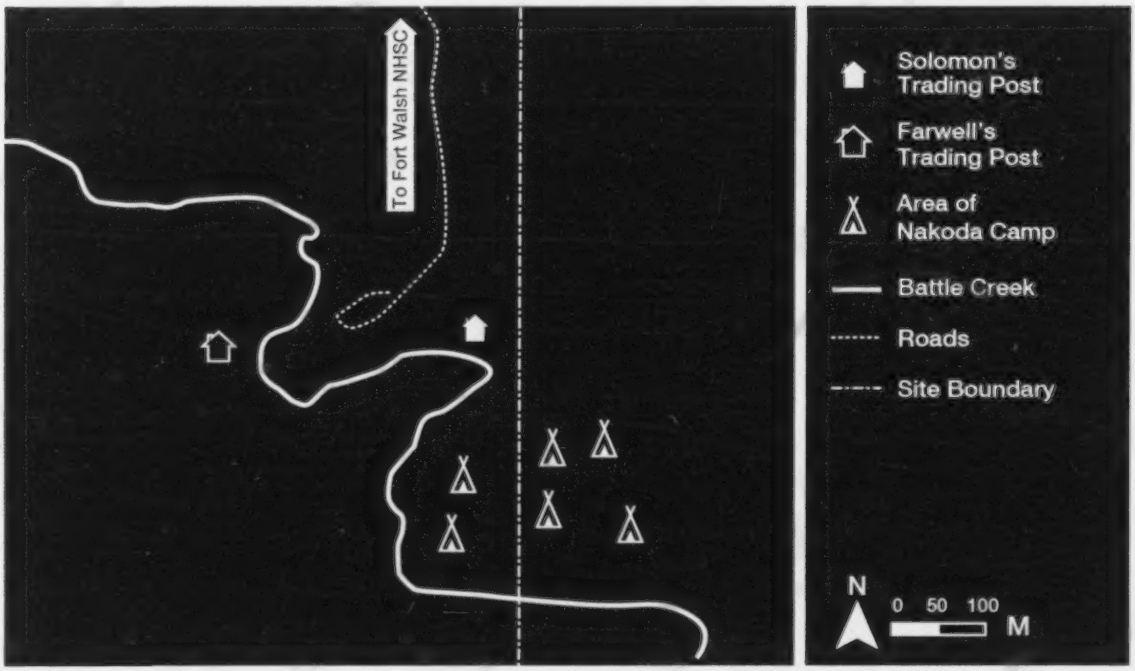
1.2.2 Cypress Hills Massacre NHSC

Cypress Hills Massacre NHSC reaches across time to remind Canadians of how the events of the Massacre that day influenced Canadian history, including the first major test of Canada's law enforcement policies in western Canada.

At 2 kilometres away, with no current walking trails, the site of the Massacre is only available by bus. The reconstructed trading posts of this site were operational prior to its 2006 designation and managed as part of the Parks Canada Fort Walsh operation.

Cypress Hills Massacre NHSC, which includes a portion of the Nakoda camp and remains of two American whiskey trading posts, is situated in the southeast corner of the Fort Walsh NHSC property. The RCMP constructed replicas of these trading posts for Canada's 1967 Centennial. Parks Canada furnished and provided programming at Farwell's trading post to tell the story of the whiskey trade, the massacre and the establishment of the NWMP. As a newly designated National Historic Site, the service offer at the site of the Cypress Hills Massacre is undergoing a redevelopment in consultation with Carry The Kettle First Nation, who are the Nakoda descendants of the massacre victims.

FIGURE 4.
Cypress Hills Massacre National Historic Site of Canada



1.2.3 State of the Two Sites

The 2010 *Fort Walsh and Cypress Hills Massacre National Historic Sites State of the Sites Report* (Parks Canada 2010) rates Fort Walsh's commemorative integrity as having minor impairment with fair condition ratings for heritage protection, presentation and cultural resource management practices. Cypress Hills Massacre NHSC does not have a Commemorative Integrity Statement and therefore could not be evaluated in terms of its commemorative integrity.

With the implementation of the 2005 Fort Walsh NHSC management plan and other initiatives, Fort Walsh has achieved Parks Canada Agency's corporate expectations for the past five years. The 2010 *State of the Sites Report* concludes with key issues that will be considered in the combined management plan for Fort Walsh and Cypress Hills Massacre NHSCs, notably: commemorating the Cypress Hills Massacre, improving heritage presentation at the Visitor Centre, improving presentation of Aboriginal history at both sites, and improving recreational opportunities.

2.0 VISION STATEMENTS

There are two parts to the vision statements for Fort Walsh and Cypress Hills Massacre NHSCs. The first (2.1) is a Joint Statement which sets out a broad desired future for both sites. For Cypress Hills Massacre NHSC, a more detailed vision statement will be developed with Carry the Kettle First Nation representatives. For Fort Walsh, a more detailed vision statement is presented (2.2).

2.1 Joint Vision Statement for Fort Walsh and Cypress Hills Massacre NHSCs

Canadians will gain a simple but moving insight into how a series of events here long ago resulted in what is now a Canadian icon – the RCMP. The essence of the story spans the magnetism of the hills, the Massacre, the mobilization of NWMP and its evolution to today's RCMP. The hills and their stories have profound relevance because the past so strongly and clearly links to the present. This history warrants greater presence in Canadians' understanding of who we are today. Efforts will be focused on raising this story in the broad consciousness of Canadians, including those who visit and those at a distance.

The cultural and natural resources of the site will be safeguarded in keeping with their national significance. The telling of the stories of the sites will lead to this greater consciousness. For Cypress Hills Massacre NHSC in particular, care will be taken to ensure the visitor experience and the stories are in keeping with the values of the Nakoda, whose spirits are tied to the site in perpetuity.

2.2 Vision Statement for Fort Walsh NHSC

As visitors look out over spectacular Battle Creek Valley from the visitor centre, they will have a sense that they are looking back in time. The panorama captures imaginations at first glance, as it has for thousands of people for thousands of years. Visitors will come to learn that these seemingly remote and unspoiled hills have been sacred and resource-rich, attracting activity and later birthing a bustling trade centre. They will see Fort Walsh and know it is here where Canadian law enforcement in western Canada began. They will hear of the Cypress Hills Massacre, and know this horrific event hastily ushered the North-west Mounted Police to the troubled frontier. A sense of pride and excitement builds as visitors descend the valley to the home of a national icon – the RCMP.

At the fort their senses are immersed. Men in red serge uniforms busily look after their chores. The blast of guns is startling. A Métis woman greets them. Wood smoke and the smell of fresh frontier coffee waft across the square. The carefully restored buildings enable visitors to see and feel the comforts and discomforts of life in 1875. The smell and delights of the black horses made famous by the RCMP tell visitors that this is as close to reliving the heyday of Fort Walsh as you can get.

The treasured natural setting of Battle Creek Valley rewards a wide range of people - those who seek culture and nature, those out for an interesting walk or trail ride, the tourist who happened by this way, and those who see Fort Walsh as part of the Cypress Hills Interprovincial Park experience.

It is also a place of personal pilgrimage. Descendants of Aboriginal peoples and Métis find much of their personal and family histories reflected in the programs presented here. Descendants of NWMP visit to see where their relatives served. Descendants of fur traders, cowboys, ranchers and settlers visit to reconnect with their pasts – perhaps to see where a great grandfather came in search of missing horses. The two cemeteries draw those in search of an even more intimate family history, for here in perpetuity lay the remains of loved ones.

Fort Walsh is not just an attraction but a vital member of the community. Parks Canada has established strong links with local residents, local tour operators and the Cypress Hills Destination Area. This local community is working together to realize the visitation potential that exists. The fruits of their hard work are showing in an increase in visitation yearly. Parks Canada is also working with organizations at a distance to build awareness and draw more people to the site.

Not far off on the horizon is the day when Fort Walsh NHSC will be held as a dear icon, connecting the hearts and minds of Canadians to a stronger, deeper understanding of the very essence of Canada.

3.0 KEY MANAGEMENT STRATEGIES

The key strategies focus efforts and resources to help achieve the vision in an integrated way. For each key strategy, objectives, targets and actions are identified. Three key strategies relate strongly to Fort Walsh NHSC, and one relates to Cypress Hills Massacre NHSC.

Key Strategy #1: Making Fort Walsh NHSC a "Must See" and "Must Come Back" Place.

This strategy focuses on attracting both new and returning visitors to an authentic historic place, maintaining and increasing the level of satisfaction and enjoyment, and increasing the number of visits. It is driven by the potential that exists to increase the number and range of visitors, and improve the overall visitor experience.

More effective marketing and communications are needed. Market segments and their needs will be determined. Greater use of social science and other feedback mechanisms will provide important insights, particularly into the key segments. Travellers in the Cypress Hills Interprovincial Park are known as the largest group of current visitors and account for approximately 80% of the total visitation today. The composition of this group (i.e. segments within this group) will be determined. The other market segments will be determined.

Some new visitor experience products and programs and facilities will be developed that provide greater access, and greater diversity of the overall experience. These new features will be provided as interim only, pending the confirmation of market segments and their needs.

The site will work with partners and stakeholders in the tourism industry to increase awareness of the site's products and programs. For Canadians who may never visit, steps will be taken to reach them in their communities and classrooms in an engaging manner.

Objective 1.1: The effectiveness and efficiency of marketing is increased, resulting in more visitors and a greater diversity of visitor types.
Objective 1.2: Visitors of all ages have fun and hands-on opportunities to discover the Fort Walsh story, through sensory immersion experiences, greater and more diverse access to the Fort Walsh NHSC land base, and new ways to experience the site for a wider range of people.
Objective 1.3: Awareness of Fort Walsh NHSC existence and history is growing, and support by key groups and organizations is building.
Objective 1.4: Active site management is improving the state of the site, and is contributing positively to the on-site visitor experience.

Key Strategy #2: Creating an Inclusive, Shared Sense of "Ownership" of Fort Walsh NHSC.

This strategy focuses on reminding of and nurturing the connections that descendents of First Nations, Métis, NWMP, RCMP, and local residents, may have to places and events associated with Fort Walsh. Efforts will be made to facilitate their expression of beliefs, values and stories related to the site, encouraging the contribution of traditional knowledge to heritage protection and presentation, and encouraging participation in site management.

Objective 2.1: Members of First Nations, Métis, RCMP, NWMP descendants, local residents and others with strong connections to the sites are attracted to the site and feel uniquely welcome and valued.
Objective 2.2: Strong personal investment, volunteerism and advocacy for the site results from initial and repeat visits and involvement.
Objective 2.3: The stories, ideas and traditional knowledge of those with connections to the sites are gathered and used in site management.

Key Strategy #3: Care and protection of Fort Walsh NHSC.
This strategy identifies the priorities for the care and protection of the cultural resources, and improving vegetation management of Fort Walsh.

Objective 3.1: The state of cultural resources is improved.
Objective 3.2: The state of vegetation health is maintained.

Key Strategy #4: Defining the Future of Cypress Hills Massacre NHSC.

This strategy focuses on continuing and deepening the relationship with Carry the Kettle First Nation to guide present management and set out the future for this site. Parks Canada will work with Carry the Kettle First Nation to determine the fundamental values of the site, and ways that the stories can be respectfully presented to the people of Canada.

Objective 4.1: Cooperation between Parks Canada and Carry the Kettle First Nation has resulted in a better understanding of the values, beliefs and stories of the Carry the Kettle people, and in use of this information in site management.
Objective 4.2: Visitors understand the importance of the site in Canadian history, including Aboriginal peoples' perspectives.

Users of Fort Walsh and Cypress Hills Massacre NHSCs

A recommendation of this plan is to determine market segments and their needs and motivations. In the interim, much is known about current users. The service offer will be centred around these users until market segments are known and the service offer can be refined.

- Families in the Cypress Hills Interprovincial Park*
- Retired Recreational Vehicle Travelers*
- Motivated individuals e.g. descendants of Métis, NWMP and RCMP (and retired)
- Trail riders (horse)
- Nature enthusiasts
- Local repeat visitors
- Day adventurers e.g. those with interest in carriage rides**
- Multi-day adventurers e.g. those with interest in patrol camps**
- Cyclists**
- Conference users**
- Short haul senior bus tours**
- Non-traditional: wedding parties, artists, retreats, geo-caching enthusiasts**
- New Canadians***

*the two groups comprise approximately 80% of current visitors
** currently low use levels, but indications suggest markets may exist
*** a national target for Parks Canada

4.0 ACCOUNTABILITY AND TARGETS

KEY STRATEGY #1 Making Fort Walsh NHSC a "Must See" and "Must Come Back" Place.
Objective 1.1 The effectiveness and efficiency of marketing is increased, resulting in more visitors and a greater diversity of visitor types.

Targets:

- Total average annual visitation increases from 17,500 to 22,000 persons by 2022.
- Market segments are known and targeted, and their specific needs are used as foundational knowledge in marketing efforts.
- A more diverse range of visitors are using the site, improving goodwill, awareness and net financial benefits to the site.

Actions	Short term	Long term
1. Using social science and tools such as Visitor Information Profiles, determine market segments and choose priority targets.	✓	
2. Increase marketing and promotional efforts through working collaboratively with the Cypress Hills Destination Area and Interprovincial Park.		✓
3. Work with staff at the RCMP Heritage Centre, Miywasin Society, the Gabriel Dumont Institute, Old Forts Trail Association, and the Office of the Treaty Commissioner to explore opportunities for joint messaging and outreach.		✓

Objective 1.2
Visitors of all ages have fun and hands-on opportunities to discover the Fort Walsh story, through sensory immersion experiences, greater and more diverse access to the Fort Walsh NHSC land base, and new ways to experience the site for a wider range of people.

Targets:

- 50% of visitors are very satisfied with their visit; 90% are satisfied.
- 85% of visitors find the children's programs fun.
- 60% of visitors appreciate the heritage significance of Fort Walsh NHSC.
- A new trail system is in place.

Actions	Short term	Long term
1. Enhance the personal programming within the fort's palisade, with emphasis on sensory immersion into the sights, sounds, tastes, smells and feel of old Fort Walsh, focusing on: • the hands-on programming, costumes, furnishings, cook tent, horses, NWMP drill and black powder demonstrations • the daily children's programming • adding a menu of options for adults, which incorporates fun.		✓
2. Design and implement an interpretive trail system for the Fort Walsh site. The design of the system should consider: • the potential for diverse experiences and users • better access across Battle Creek • the telling of the stories of the people living here before, during and after the Fort Walsh operating years • protection of scenic vistas, cultural and natural resources and existing user experiences.		✓
3. Develop a design-ready concept for the redevelopment of the Visitor Centre. It should consider: • enhanced messaging and new exhibits • temporary and travelling exhibit space • dedicated space for conferences, receptions, meetings and special programming • greater panoramic views of the valley • opportunities for community and corporate uses during after-hours and in the off-season • dedicated children's play space.		✓
4. Review and refresh interpretive non-personal programming for both inside and outside the Fort's palisade, focusing on: • interpretive exhibits in the fort, focusing on the sick horse stable, the troop stable, the Commissioner's dining room and the Superintendent's residence • new brochures for self-guided tours hand-held audio devices for self-guided tours.		✓

5. Upgrade facilities at the Battle Creek Picnic Site for day-use groups.	✓	
6. In collaboration with partners and stakeholders, investigate the possibilities of: • carriage rides and equestrian packages through Battle Creek Valley • NWMP patrol camp adventure packages.		✓
7. In collaboration with partners and stakeholders, explore use of the overall site for conference and retreat packages, and in the design of the Visitor Centre.		✓
8. Improve welcome and orientation signs, maps and information at entrance points.	✓	
9. Develop a visitor safety plan.	✓	
10. Work with partners and stakeholders to augment visitor experience programming with guest speakers, special exhibitions, presentations of period activities, First Nations & Métis programming, RCMP presence and community events.		✓

Objective 1.3
Awareness of Fort Walsh NHSC existence and history is growing, and support by key groups and organizations is building.

Targets:

- Fort Walsh NHSC is mentioned at least three to five times per year in media in Saskatoon, Regina, Swift Current, Maple Creek and Medicine Hat (also as confirmed by the Parks Canada National Survey and Field Unit surveys).
- There is an increase in the number of hits on the Parks Canada Fort Walsh/Cypress Hills Massacre web site annually to 37,500 unique page views.

Actions	Short term	Long term
1. Update and improve the web content aimed at broad audiences so that content is current, comprehensive, interesting, accessible and user-friendly.		✓
2. Proactively work with media to increase coverage of Fort Walsh and Parks Canada in various regional and provincial media outlets.		✓

KEY STRATEGY #2 Creating an Inclusive, Shared Sense of "Ownership" of Fort Walsh NHSC.
Objective 2.1 Members of First Nations, Métis, NWMP descendants, RCMP, local landowners and others with strong connections to Fort Walsh (or new to Fort Walsh) are attracted to the site and feel uniquely welcome and valued.

Target:

- Two on-site or locally-held collaborative community events (e.g. heritage festivals at Maple Creek) are held annually, centred around the essence of the site's history.

Actions	Short term	Long term
1. Work with representatives from these groups to explore opportunities for on-site or community-held initiatives (i.e. in Maple Creek).		✓
2. Coach staff to seek and recognize the groups, and greet and orient them accordingly.		✓

Objective: 2.2 Strong personal investment, volunteerism and advocacy for the site result in initial and repeat visits and involvement.

Targets:

- A vibrant co-operating association is established if feasible (e.g. "Friends of Fort Walsh").
- Volunteer activities increase (i.e. trail building, animations, demonstrations).
- The baseline "hearts and minds" connection that exists with visitors and local residents is determined and understood.

Actions	Short term	Long term
1. Determine the viability of a cooperating association, and, if feasible, work with prospective members to establish.		✓
2. Actively solicit volunteer involvement.		✓
3. Determine the baseline level of the "hearts and minds" connection.	✓	

Objective 2.3
The stories, ideas and traditional knowledge of those with connections to the sites are gathered and used in site management.

Targets:

- At least ten individuals or groups are providing information annually.
- Information gathered is used in the concept development for the new visitor centre, in interpretive programming and in product development.

Actions	Short term	Long term
1. Formalize information gathering through newsletter announcements and other means. Coach staff to actively seek information from the groups and individuals in respectful ways.		✓
2. Explore providing a computer terminus and creating a form where visitors can "self-serve" and record their own stories if they prefer.		✓
3. Create a central file for keeping records of information. The central file should be readily accessible and in a useable format for a variety of interpretive purposes.		✓

KEY STRATEGY#3 Care and Protection of Fort Walsh NHSC.

Objective 3.1:
The state of cultural resources is improved.

Targets:

- The next State of the Site Report will find that 25% of the Remount Ranch buildings have improved from a fair rating to a good rating.
- The next Commemorative Integrity Evaluation Update will find an improvement of the site's management practices rating from yellow to green.

Actions	Short term	Long term
1. Complete a cultural resource management strategy and implement monitoring programs as required. Ensure integration with the fire management plan and the vegetation management strategy noted in 3.2.	✓	
2. Implement repairs to the Remount Ranch buildings as necessary, based on findings of the monitoring program for built heritage.		✓

Objective 3.2:
The state of vegetation health is maintained.

Targets:

- Park Canada is collaborating on vegetation management issues with Interprovincial Park representatives on an annual basis.
- Fuel modification activities are implemented on one to two hectares per year on average.

Actions	Short term	Long term
1. Develop and implement a vegetation management strategy for the site, focussing on: • Battle Creek streambed integrity • setting supportive grazing prescriptions • maintaining important elements of scenic vistas • setting complementary ecosystem management objectives, including those related to species at risk, forest health and invasive species, through the Cypress Hills Interprovincial Park Partnership.		✓
2. Develop and implement a fire management plan for the site, focussing on: • fire preparedness and control • protection of extant cultural resources and values at risk, through annual fuel reduction activities • visitor safety.		✓

KEY STRATEGY #4 Defining the Future of Cypress Hills Massacre NHSC.

Objective 4.1
Cooperation between Parks Canada and Carry the Kettle First Nation has resulted in a better understanding of the values, beliefs and stories of the Carry the Kettle people, and in the use of this information in site management.

Targets:

- A Working Group of Carry the Kettle and Parks Canada representatives continues to meet.
- A cooperatively developed Commemorative Integrity Statement and a Vision for Cypress Hills Massacre NHSC are completed.

Actions	Short term	Long term
1. Hold meetings of the Working Group (including on-site) to determine ways of protecting and presenting the site to the people of Canada.		✓
2. Cooperatively develop a Commemorative Integrity Statement for Cypress Hills Massacre NHSC with the Carry the Kettle Working Group, representatives of the	✓	

RCMP, and other interested and knowledgeable groups and individuals.		
3. Develop a Vision for Cypress Hills Massacre NHSC with Carry the Kettle First Nation representatives.	✓	

Objective 4.2
Visitors understand the importance of the site in Canadian history, including Aboriginal peoples' perspectives.

Targets:

- 70% of visitors who travel to the Cypress Hills Massacre site, and 50% of visitors to the Visitor Centre are aware of the significance of the Cypress Hills Massacre from Aboriginal perspectives.

Actions	Short term	Long term
1. Upon completion of the CIS and Vision: • develop and implement a new interpretive strategy for the site • assess reconstruction options for Farwell's Post.		✓
2. Provide limited personal interpretation and bus service to the Cypress Hills Massacre site, with bus service based on cost-recovery.		✓
3. Provide self-guided materials and/or non-personal media on-site for those who arrive on foot, bike or horseback, in accordance with objective 4.1.		✓

5.0 PARTNERING AND PUBLIC ENGAGEMENT

Fort Walsh and Cypress Hills Massacre NHSCs depend on the cooperation and support of local businesses, regional partners and others to achieve the vision. The site will continue to maintain and build rewarding relationships with these groups. In particular, as noted throughout this plan, effort will be made to strengthen the relationship with the Carry the Kettle First Nation.

6.0 MONITORING

Cultural resources are monitored through a cyclical maintenance program that includes both in-situ (buildings) and moveable resources (artifacts, reproductions). The condition of cultural resources is assessed and reported through updates to the Commemorative Integrity Evaluation (CIE).

Visitor experience opportunities and achievements are evaluated through a regular visitor survey, called the Visitor Information Program. In addition, an internal assessment of visitor experience

will involve staff, experts, and local residents. Information from this survey also assists in the reporting on visitor understanding of the significance of the national historic site.

External relations, as measured in the State of the Site Report, includes public outreach education and stakeholder and partner engagement. Much of the monitoring for external relations occurs at the national level, and thus is not reported by individual sites. Outreach education is important for the sites. As such, the sites would like to increase efforts in this area, and have outlined targets and actions to increase the awareness of the Massacre, the mobilization of NWMP and its evolution to today's RCMP in Canadians' broad consciousnesses.

7.0 STRATEGIC ENVIRONMENTAL ASSESSMENT - SUMMARY

A strategic environmental assessment was conducted for the Fort Walsh and Cypress Hills Massacre National Historic Sites Management Plan pursuant to the 2010 "Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals" (CEA Agency/Privy Council Office 2010). The suite of strategies and actions presented in the draft management plan were evaluated to identify potential important interactions with critical environmental factors including those related to, cultural, visitor experience and ecological resources. Key elements of the draft plan with potential to interact both positively and adversely with critical factors include:

- The development of an expanded and improved trail system.
- The potential development of new recreational opportunities.
- Cultural and natural resource management initiatives.

Residual cumulative effects of the draft management plan include those associated with increasing levels, and expanded scope, of visitor use and activity, including the improved and expanded trail system. Primary planning for new visitor development and activity is expected to take place following the completion of market analysis and in consultation with the key interest groups including First Nations, Métis, NWMP descendants, RCMP, local landowners and others with strong connections to Fort Walsh and Cypress Hills Massacre National Historic Sites. Key strategic planning considerations are identified in the SEA to assist with trail planning and design and ensure that the values associated with cultural and natural resources are respected and protected including:

- Trails will be located and designed so as to avoid direct impact to cultural resources, native fescue grassland, and species at risk habitat to the extent feasible
- Where trails access is provided in close proximity to valued resources for the purpose of visitor interpretation and education, appropriate distance buffers will be maintained
- Visitor awareness and education on the identification, value and stewardship of cultural and natural resources is developed as an essential element of trail design and operation.

Cultural and natural resource management initiatives outlined in the draft management plan are essential to long term resource protection and presentation. Key management plan actions understood to have positive influence on critical environmental factors include:

- The development of resource monitoring and management plans for built heritage, native vegetation and wildfire management

- The implementation of key actions to restore the integrity of cultural resources with a focus on Remount Ranch built heritage and the health of ecological resources with a focus on native grassland.

With implementation of the full suite of key strategies, actions, considerations and recommendations outlined in the draft management plan and the strategic environmental assessment, it is anticipated that the implementation of the draft management plan will result in important positive environmental effects benefiting critical factors associated with the cultural, ecological and visitor experience environments of Fort Walsh and Cypress Hills Massacre National Historic Sites. The implementation of the draft plan will contribute to the objectives of "Planning for a Sustainable Future: Federal Sustainable Development Strategy for Canada" (2010) by protecting natural resource values. Combined with the development and implementation of subsequent resource management and visitor use plans, project level environmental assessment, and consultation with key interest groups, implementation of initiatives resulting from the draft management plan are not expected to result in important adverse cumulative environmental effects.

8.0 ACKNOWLEDGEMENTS

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